DIRECTOR OF CENTRAL INTELLIGENCE
Security Committee

SECOM-D-114

25 February 1980

MEMORANDUM FOR: Policy and Plans Group

ATTENTION: **STATINTL**

FROM:

                   Deputy Director for Community Affairs

SUBJECT: Planning in the Directorate

    1.   In his 28 January 1980 draft memorandum to elements of the Administration Directorate on planning, the DDA says it is important to bring into sharper focus, at his level, the several types of planning that we do in the Directorate. He speaks specifically of a need to introduce the concept of strategic objectives - defined as means to assure we have the resources to provide support services required by Directorate customers - and to integrate strategic objectives into our existing MBO process. He asked that we identify new strategic objectives and provide certain information.

    2.   There is one area that has really not been discussed at a high enough level in Directorate planning. It is the totality of Community Support.

    3.   E.O. 12036 and extant versions of proposed statutory intelligence charters task the DCI to promote the development and maintenance of services of common concern. Some attention in this area has been devoted to the 4C computer project for use within the APEX Special Access Control Program.

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4. If we are to provide timely, responsive and cost effective support to our customers in the 1982 - 1986 time frame, we must now plan for and start to implement to ensure that we will have the requisite skills, usable technology, capacity and organization in place and available when they are required.

5. Preliminary to any of these concrete steps is a requirement that the DDA recognize, endorse and establish a mechanism to address them effectively. It is thus necessary to acknowledge that the DDA has a definitive role as a Deputy to the DCI for Community Support.

6. In dealing with the Community's security needs, the SECOM has identified several major issues that transcend the province of any single department or agency, and that need a concerted, high level platform if we are to seek their resolution. While we have had some small successes, there are many items pending mid-term and long range attention.

7. We have looked to the possibility that some departments and agencies might be able to fund projects with year-end funds - without success. We were able to secure the support of the FBI in serving as executive agent (providing all personnel and dollar resources) in the establishment and maintenance of the Interagency Telephone Laboratory. We have tried to get the security R&D needs of the Community addressed but were able only to secure minimum funding for some TSD requirements through the DDS&T which conducts all CIA R&D efforts.

The SECOM has mounted and completed some excellent security education programs. We find that these may falter due to lack of identification of some

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department or agency to pay the costs of reproduction.

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8. It seems that before we can expect further move-
ment on this issue, a single positive step must be made --
identification of a peg point at the Intelligence Community
Staff level which can coordinate the necessary administrative
agenda including the budget exercise.

9. It is proposed that this matter be raised as a
new Strategic Objective, not for the CIA, but for the
Community. This proposal rests on the identification of
the DDA as the Deputy/DCI/Community Support; the develop-
ment of a budget line item to serve the DCI in satisfaction
of his Community role for those items which are beyond
the scope of any given department or agency, and/or the
designation of some Community department or agency to
serve as the DCI's executive agent in providing security
services of common concern. The CIA/Office of Security
would be an appropriate designee for these activities.

10. This concept was brought to the attention of
the DDA last November. At that time he noted "at this
point, best we can do is consider these in putting
together 1982 budget." So the basic concept isn't new
to him and there is some reason to believe that he endorses
the idea of having such a budget line for the DCI's
Community security issues. The proposal here, that he
serve as the Executive Agent or that he allow the CIA/OS
to do so with his support as the D/DCI/Community Support,
is a new one. The concept was also raised by Mr. Arnold
Donohue, OMB, at a meeting in early February 1980 and
discussed in terms that indicate it would be looked at
positively by OMB.

11. If this is raised at the DDA meeting and found
in favor, then we have to be prepared to provide the
information the DDA requested in paragraph 5 of his
28 January 1980 draft memo. Preliminary information is
attached.

12. I can think of no other matter in this pursuit
of new ideas of DDA planning of strategic objectives.

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I know no paperwork was required by [   ] memorandum STATINTL
but I took this opportunity to spell out the concept
lest time and events preclude me from getting back to
it.

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Attachment

Distribution:
    Orig - Addressee
       1 - SECOM Chrono
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STATINTL   SECOM/[   ] (2/25/80)

Question: What initiatives must we begin to plan
for and implement -- and at what cost -- to ensure that
we will have the requisite skills, usable technology,
capacity and organization in place and available if we
are to provide timely, responsive and cost-effective
support to our customers in the 1982 - 1986 time frame?

a.   Statement of the Objective: In order to meet
the support requirements of the Intelligence Community
it is proposed that the DDA and the DCI endorse the
objective of consolidating in one budget items for 1982,
under the D/DCI for Community Support as executive agent, -
items of Community security needs which transcend the
purview of any single department or agency.

b.   Planning assumptions related to the objective.

1.   There will be no more personnel
resources available than we have now. This
means that the DDA's or D/OS budget officers
would have to take on extra accounting work
load, and the Chairman, Security Committee,
would have to direct the SECOM staff to accept
increased work load in budget management with
its additional requirements for greater coordination
processes.

2.   The departments and agencies of the
Community will be willing to release control
over some R&D funds which would be aggregated
in the DCI's SECOM budget, and be willing to
accept the consensual agreement of the SECOM
as to expenditures.

3.   The objective will be viewed favorably
and the concept endorsed as being in concert with
provisions of E.O. 12036 and pending legislation
on National Intelligence.

c.   The major organizational customers associated
with this objective will be the security services
of the member departments and agencies of the Intelligence
Community.

d.   The preliminary implementation date for this
objective is FY 1982.

e.   Preliminary resource estimates will be provided
later.